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Field Organization Structure In-Progress Review

Arizona State Office

February 2 - 5, 1998

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FIELD ORGANIZATION STRUCTURE

IN-PROGRESS REVIEW

ARIZONA STATE OFFICE

FEBRUARY 2 - 5, 1998

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1.0 INTRODUCTION

This review is being conducted as part of the Bureau of Land Management Arizona State Office's strategy to implement a two-tier field organization structure (attachment 1). The Field Organization Structure (FOS) Review Team consisted of six members:

Gene Kolkman, BLM District Manager,
Ely, Nevada, Team Leader
Bob Scruggs, Program and Management
Analyst, Washington, D.C.
Dennis Curtis, Program Manager,
Arizona Strip Field Office
Renee Dana, Resource Advisor,
Rock Springs District, Wyoming
Jamie Connell, Associate District Manager,
Montrose, Colorado
Hector Villalobos, Area Manager,
Rio Puerco Resource Area, New Mexico

The review was initiated by sending out 1,600 questionnaires to the public and a similar questionnaire to all BLM Arizona employees (attachment 2). Most BLM Arizona employees were interviewed along with a random sample of BLM external customer's. External customers indicated they are pleased with the level of service they receive from BLM Arizona and did not offer suggestions for improving the organizational structure.

The team consistently heard from employees surveyed and/or interviewed that budget and staffing levels are a concern. Concerns were also raised in regards to changes made in field office administrative boundaries and a move to a team based organization. Overall, the transition to a two-tier field organization structure does not appear to have a significant adverse affect on the organization or morale.

This report will, therefore, focus on four common internal themes relative to FOS implementation, they are: communications; organizational structure; priority setting; and recommendations for other states implementing a two-tier field organization structure.

The team is very impressed with the dedication and commitment of Arizona BLM employees, staff and management, in achieving the Bureau's mission in spite of increased workloads and work complexity, reduced budgets, and in general, greater demands placed on the organization by the public to provide more service. The BLM Arizona employees were very cooperative and participation was high.

2.0 FOUR COMMON THEMES

2.1 Communications

Employee interviews indicate communications between the Field Offices and the State Office are improving. Most employees attributed this improvement to direct communication between the Field and the State Office, bypassing the former District Office level. However, in some program areas, communications were disrupted when the intermediate layer was eliminated and old communication patterns were broken.

Employees receive "mixed messages" when communications are incomplete, poorly documented, lack substance, poorly timed, conflict with actions taken or past communications, and/or are otherwise unclear to the recipient. In addition, the quality of communications is affected by a greater demand on all employees to "do more with less," and to establish greater communications with more of BLM's customers. In many instances, this results in less time for internal communications among teams, between employees and supervisors, peers, and between zoned and non-zoned employees.

Both State Office and Field Office employees suggested that communications between program specialists in the field and their State Office counterparts could be improved by opening communications through increased Field Office/State Office visits. Other suggestions from BLM Arizona employees include:

- Define the roles and responsibilities of each organizational unit and share them with all offices.
- Test for understanding (do not assume everybody received and/or understood the information as it was originally intended).
- Standardize naming conventions for supervisory positions (i.e., Group Administrator, Team Leader, Work Flow Coordinator, etc.).
- Establish mile stones, track progress, and then regularly communicate results.
- Follow through with decisions made

2.2 Organizational Structure

In visiting employees and managers across the State, three key themes relating to organizational structure arose. These are: human resource allocations, sharing and zoning of employees, and span of control issues.

2.2.1 Human Resource Allocation

The Arizona FOS proposal called for boundary shifts among Field Offices to balance each office's workload or to address customer service opportunities. Although the boundary changes have occurred, changes in office staffing levels have been slow. Employees expressed concern that the shifts in boundaries created a workload imbalance in offices where land was transferred but not the employees. Many employees said that the transfer of employees from the "have" to "have not" offices is not happening fast enough. Arizona plans to implement all personnel changes by the end of Fiscal Year 1999; providing a period of transition.

Declining budgets during the FOS implementation, has forced the Arizona Personnel Management Committee (PMC) to face many difficult decisions. Many employees and managers said it is unclear whether the target Tables of Organization identified in the FOS are realistic given current budget levels. Further, some field offices are fully staffed while other offices have shortages.

Suggestions from BLM Arizona employees include:

- The State Leadership Team should revise staffing allocations and develop target Table of Organizations based on current budget realities.
- Communicate PMC decisions to all offices and show how they relate to FOS implementation.
- Consider expanding efforts to share resources with other agencies.
- Give FOS implementation more time.

2.2.2 Sharing and Zoning of Employees

A core organizational guideline for the new Field Organization is zoning positions and centralizing certain functions to allow functional components of an office to be in different buildings and towns in order to increase efficiencies and to compensate for scarce skills. Zoned positions are shared among BLM offices within a geographic area.

Centralized functions, located mostly in the State Office, provide services on a statewide basis. Although employees are dedicated to the zoned and centralized concepts in practice, employees identified several problem areas and issues related to the zoning or sharing of scarce skills. Most of these issues can be tied directly to decreasing resources, increasing workloads and work complexity, and changing work priorities. As a result of these changes, work is not being performed in a timely manner, and some employees in zoned and centralized positions expressed concern that work quality is also being affected. Both Field and State Office employees identified human resources, contracting, and procurement as areas in which services have been noticeably reduced. In addition, the centralization of the budget process has created efficiencies; however, many field managers have experienced a significant need for local budget coordination and communication.

Employees also indicated that work performed by employees in zoned positions is performed first for the host office and then for all other offices as time permits. Travel costs and time required for travel were cited as reasons why host offices received more favorable treatment.

Overall, the transition to a two-tier field organization structure does not appear to be having a significant adverse affect on the organization or morale.

Suggestions from BLM Arizona employees include:

- Pursue additional opportunities for sharing resources with other offices and agencies (i.e., Trading Post).
- Develop mechanism for establishing work priorities among offices within a zone.
- Consider additional delegations of authority to field level employees (i.e. procurement specialists).
- Consider the use of standardized position descriptions to save time.

2.2.3 Span of Control

In addition to implementing a two-tier field organization structure, offices were allowed to develop their own substructure based on their individual needs. This action encouraged local managers to pursue creative ways of dealing with local needs, workloads, and span of control issues. Most offices developed a team-based substructure.

As a result, there was initially a lack of clarity among employees as to their roles, responsibilities, and reporting relationships between employees and their supervisors. Confusion arose when traditional employee/supervisor relationships were changed as a result of the teaming process. Both managers and employees had to learn new roles that often left temporary gaps in office operations. In some cases, the team leader or another team member (usually a ormer supervisor) stepped in and assisted in the supervision of employees, tracking budget issues, and responding to requests. Many employees viewed this action as limiting the empowerment of teams and as an example of a paper change, not an actual reorganization.

A number of employees who were subordinate supervisors before FOS continue to maintain some level of authority or leadership, despite attempts to flatten the organization. These employees have acquired a variety of titles (resource advisors, work flow coordinators, team leaders, program leaders, facilitator, etc.) and in some cases are perceived as functioning in traditional supervisory roles, restoring a perceived layer to the organization.

However, some employees are of the opinion that there is a need for subordinate leadership positions due to the complexity of the work and the number of programs assigned to one manager.

Suggestions from BLM Arizona employees include:

- Update the BLM Arizona Supplemental Delegation of Authority Manual Section.
- Standardize office and manager titles as per WO-IM-98-02 (See attached) and standardize all titles below the Assistant Field Manager positions statewide.
- Clarify roles and responsibilities of each organizational unit.

2.3 Priority Setting

There is a general feeling at both levels of the organization that priorities are being set but are not adequately communicated or consistently followed; priorities are not in line with limited, declining budgets; State Office priorities conflict with Field Office needs and goals; and/or Field Offices ignore State Office priorities.

Suggestions from BLM Arizona employees include:

- Establish an ongoing process to compare priorities to available budgets, customer needs, resource objectives, and existing workloads.
- Decide what priorities should be addressed first and then, if necessary, decide what work may have to be forgone or delayed.
- Clearly document and communicate the results to the entire organization and follow them until the process is repeated.
- Go one step further and realign Field Offices Tables of Organization to reflect long term priorities.
- State Office should set broad priorities and allow the Field Offices the flexibility to set or develop its own priorities.

2.4 Recommendations For Other States

A number of BLM State organizations plan to transition to a two-tier organization in the very near future. In an effort to assist the management and staff of these states, the following is a summary of key elements to making the organizational transition a success. These points are based on suggestions made by Arizona BLM managers and employees.

- Develop a clear, concise internal/external communication plan outlining actions, deadlines, and responsible party. Involve both internal and external groups in developing and implementing the communication plan.
- Involve external customers early. Clear and simple announcements of reorganizations should be widely distributed. Prepare presentations for the Resource Advisory Councils. At all times, encourage public comment and participation.
- Involve employees at the initial planning stages of the reorganization. Employees should be given various mechanisms for comment throughout the process. Arizona utilized employee meetings, newletters, questionnaires, web homepages, workshops, etc. to enhance participation and communications.

- Develop FOS strategies that take into account both current and projected budget scenarios; State and Field Office workloads; and National, State, and local priorities. Clearly articulate these strategies to all employees. As the transition gets underway, monitor progress carefully. Should it be necessary to make changes to the initial strategy, communicate changes throughout the organization, even if only a small part of the organization is affected by the change.

- Identify both short and long term costs/ benefits of implementing the organizational changes and communicate this information to all employees and the Washington Office.

- Set goals for the transition process, measure progress and provide feedback to all employees. Communicate decisions to employees and confirm that the message is getting through.

- Strike a balance between organizational consistency and the need for local flexibility. Clearly articulate guidelines for the target organization, and communicate the basis for variances to all employees.

- Anticipate how business will change. Update State Office Delegations of Authority prior to implementation. Transfer the responsibility after the transfer of authority has occurred. Establish the new roles and responsibilities of all new organizational units at the onset of the reorganization. Clarify the new roles and responsibilities of employees with new position titles early in the process.

- Evaluate administrative workloads and focus employee efforts on priority work.

- Anticipate an increase in human resource management workload. Start early and build on work already in existence (i.e., standardized position descriptions, etc.) to avoid back logs in personnel actions that normally occur during a reorganization.

- Consider using contractors or pooling staff during peak workload periods; especially in human resources and administration.

- If a change in BLM boundaries is part of the reorganization, plan work carefully and transition workloads as personnel actions occur. Utilize zoning concepts to balance the work among offices.

- Determine the structure of the each management position carefully. Plan how the position will be utilized in terms of the type of programs and staffing requirements as this will determine the managers grade series.

- Consider using the 301 series (Administration and Program) instead of the 401 series (General Biological Science) as the 401 series has a positive education requirement and minimizes employee growth opportunities.

- Finally - be patient. Stay the course and be understanding of employee frustrations. Keep all lines of communication open and provide plenty of time to do the job well.

Appendix A

United States Department of the Interior

Bureau of Land Management

Arizona State Office

In Reply Refer To:
1212 (910)

October 11, 1996

Memorandum

To: Director (800), MIB, Room 5617

From: State Director

Subject: Request for Organizational Change

This is a formal request to make boundary changes in support of our reorganization efforts as described in the attached Field Office Strategy Proposal.

Permission is requested to establish Field Offices by continuing the current District and Resource Area offices and forming Field Offices at the following locations:

Phoenix Field Office	Phoenix, Arizona
Kingman Field Office	Kingman, Arizona
Safford Field Office	Safford, Arizona
Tucson Field Office	Tucson, Arizona
Yuma Field Office	Yuma, Arizona
Lake Havasu Field Office	Lake Havasu City, Arizona
Arizona Strip Field Office	St. George, Utah

A project office will be retained in Sierra Vista, Arizona, under the direction of the Tucson Field Office. The title Field Manager will be used in place of "District Manager." The title "Area manager" will no longer be used.

Additional changes in our organization will be made at the same time as outlined in the attached proposal.

Mary D. Baker

for Denise P. Meridith

Attachments
Arizona Field Organization Strategy
Map

Arizona's
Field Organization Strategy

PROPOSAL

Replace the existing three-tiered organization of State Office, District Offices and Resource Areas with a flatter two-level organization of State Office and Field Offices. Field Offices will be established in all existing stand-alone locations to comply with the one-roof, one manager philosophy.

As part of the Arizona reorganization effort, the following boundary changes will take place:

- In the Arizona Strip, the Shivwits Resource Area and the Vermillion Resource Area will combine with the Arizona Strip District to form the Arizona Strip Field Office.
- In Phoenix, the Lower Gila Resource Area and the Phoenix Resource Area will combine with the Phoenix District to form the Phoenix Field Office. The Kingman Resource Area will become the Kingman Field Office.
- In Safford, the Gila Resource Area and the San Simon Resource Area will combine with the Safford District to form the Safford Field Office. The Tucson Resource Area will become the Tucson Field Office. The San Pedro Project Office will still report to Tucson.
- In Yuma, the Yuma Resource Area will combine with the Yuma District to form the Yuma Field Office. The Havasu Resource Area will become the Havasu Field Office.

RATIONALE

Arizona's Field Organization Strategy is in line with Vice President Al Gore's National Performance Review process by flattening and streamlining the organization. Arizona BLM will be in a better position to cope with future budget reductions. By FY 99, 80 percent of Arizona's budget will go toward operational and direct mission expenses; 20 percent will go toward overhead and administrative costs.

Reduction of duplicative functions and supervisory ratios has been an ongoing process in Arizona. Since 1994, the State Office has reduced the number of divisions from four to two. The number of supervisors, program leads and other administrative positions have been reduced significantly. Personnel has been restructured to meet Department goals and further consolidation will continue as we work to meet our goals.

BACKGROUND

In 1994, through BLM Arizona's Changing With The Times process, significant changes were implemented at each level of the organization.

- Abolished the Division of Resources in district offices and moved 35 positions to the resource areas.
- Abolished the Division of Minerals and the Deputy State Director position. The functions were moved to the Deputy State Director, Resources.

- Changed role of State Office Program Leaders to provide quality assurance instead of quality control. Program Leads spend 50 percent of their time on the ground as part of interdisciplinary teams, helping to develop products rather than review them.

- Established a centralized budget process allowing field managers to focus on major field issues by using an integrated concept which provides base funding without identification of subactivities.

The implementation of these organization changes:

- Provides better public service.
- Improves ability to respond to increasing workloads.
- Strengthens staffing levels in each resource area.
- Eliminates overlapping efforts between State Office, district and resource areas.
- Improves overall stewardship of the public lands.

ORGANIZATION GUIDELINES

- Designate 80 percent of the budget to operational and direct mission expenses; 20 percent to overhead/ administrative.
- Reduce the supervisor/employee ratio to 1:15.
- Reduce the personnel servicing ratio to 1:100.
- No further decentralization of administration functions to field.
- Have Senior Technical Specialists at all organization levels.
- Locate each field office to best meet customer service needs and capitalize on sharing with other agencies.
- In all field offices, adhere to the "One Roof, One Manager" philosophy.
- Allow functional components of an office to be in different buildings and towns.
- For specialized functional needs, state and field level offices may locate small operational units elsewhere.
- Share resources with other BLM offices/other agencies.

PRESENT SITUATION

Even though the implementation of these organizational changes were successful, they still did not meet all of the organization guidelines identified from the NPR studies and the guidelines agreed upon by the Executive Leadership Team to implement the Blueprint For The Future.

With compressed budgets this fiscal year and with the likelihood of significant budget reductions in the future, the Arizona Leadership Team felt further analysis was needed to respond to the above issues.

In November 1995 the State Leadership Team met to discuss future budget shortfalls. The team brain stormed and agreed on organizational assumptions that meet the requirements outlined by the ELT as well as NPR reports. In addition, a list of assumptions were developed that considered budget reductions in the future. At this meeting a decision was made to:

- Move to a two-division organization in the State Office.
- Move toward a two-tiered organization structure in Arizona.
- Reduce duplication of administrative functions.

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Teams were assigned to:

- Review and present alternative boundary adjustments that will distribute workload within a two-tiered organization.
- Develop an implementation plan for the State Office organization.
- Develop field office models that will meet all of the budget assumptions and organizational guidelines.
- Develop a draft communication plan.

In January 1996, the State Leadership team met, reviewed and made decisions on the above assignments:

- Seven field offices located at; Phoenix, Safford, Tucson, Yuma, Havasu, Kingman and St. George, Utah.
- Two division organization in the State Office.
- Final Draft Field Office Organization Models.
- Agreement on draft boundary adjustments to evenly distribute workload for new field offices.

At this meeting further assignments were made to:

- Analyze workload shifts as a result of the draft boundary adjustments.
- Analyze the centralization of the field office administrative functions
- Analyze the fire support zones as they relate to the new field organization.
- Analyze the feasibility of a zoned Engineering and Force Account organization.
- Analyze the needed External Affairs support for the new field office.
- Complete the FOS Communication Plan with draft letters to the public, partners and employees.

ADDITIONAL ORGANIZATIONAL CHANGES

Organization

An organization team with representatives from each District presented a process for developing a new table of organization for each of the seven Field Offices. A process for developing a FY 1999 Table of Organization for each Field Office was agreed upon by the State Leadership Team. The process assumes a zero budget base — existing funding levels will not be considered. A brief description of Arizona future mission was agreed upon, along with 17 positions that would be common for all Field Offices. Arizona BLM will n meet the supervisoryosuyr/employee ration of 1:15 by FY 99.

Administration

A team was established to look at reduced budget assumptions in Administration and plan for an organization that will continue to provide quality customer service with fewer resources. Procurement, contracting, and budget will be centralized in the Arizona State Office. Those offices with zoned fire responsibility will maintain warrant authority to support fire emergencies. Personnel in the State Office will continue to operate as a centralized personnel center. The guidelines for achieving a personnel servicing ratio of 1:100 has already been met in the state.

Information Resource Management will use a team concept, however, each Field Office will have a minimum of one qualified person to perform IRM functions for customer service and operational support.

Engineering and Force Account

Engineering and force account functions in the state will be zoned to provide an efficient use of staff and equipment. There will be a West Zone and an East Zone with specific jurisdictions. A State Office staff will exist and be involved with each zone. The Arizona Strip will not be zoned and will maintain engineering and force account capabilities.

Fire Support Team

The Fire Program will maintain a four–zone fire organization. The four zones are the Arizona Strip, Phoenix/ Kingman, Safford/Tucson, and Yuma/Havasu. Fire management activity plans will be revised based on the new Field Office boundaries. Redistribution of resources will be based upon the revised fire management activity plans. Fire management under the four–zone concept will become effective with the 1997 fire season.

Timelines

Implementation began on October 1, 1996; the target date for completion is September 30, 1998. This allows for two years to fully implement the decisions. Field Office terminology will be used immediately. As signs, letterhead, and other materials are replaced, they will be reordered to reflect the new organizational terminology.

Personnel Guidelines

Since FY 93, FTE used in the state of Arizona has been reduced from 599 to 549 in FY 95. That is a reduction of 50 FTE in two years. Planned FTE for FY 96 was 525; however, FTE used was lower (507) based on the furlough and vacancies/lapse. Since 1993, Arizona has demonstrated consistent cost (FTE) reductions while emphasizing maintenance of on-the-ground capability. The target for FY 99 is 509 FTE.

COST EFFECTIVENESS

No new Arizona BLM offices will be opened nor existing offices be closed under this proposal. This organization will allow Arizona BLM to effectively respond to the needs of the land and people in a declining budget environment.

A greater percentage of available dollars and personnel have already been and will continue to be directed toward on-the-ground work as overhead and administrative costs are reduced. Work processes have been analyzed to identify essential workloads. A large percentage of the reductions have already and will continue to occur at the State Office. A team of employees will evaluate the progress and success of the organizational and boundary changes in one year and make recommendations accordingly to the State Leadership Team.

MANAGEMENT EFFECTS

The proposed organization represents a flatter structure which shortens the decision-making process. Arizona BLM will be able to quickly respond to public needs because decisions can be made on the spot and not have to sift through several layers of bureaucracy. Field Offices will have significant decision-making authority.

BUDGET IMPACTS

Arizona's proposed organization will be better able to respond to budget projects over the next few years. As a flatter organization, Arizona BLM will be able to concentrate scarce resources toward direct mission activities and accomplishments rather than administrative work. More effective public service will result. This proposal will not change current budget requests or increase pressure on current budget allocations.

PERSONNEL REQUIREMENTS

a. This proposal is in compliance with the provisions of 370 DM 312 (Position Management System). Personnel Management Specialists are directly involved in planning for implementation.

b. The total number of FTE's used within the State has been within ceiling figures provided. While FTE's maintain significance, budget dollars are currently the restricting item. As budget dollars decrease, so will positions. We anticipate additional reductions to be accomplished as follows:

1. Normal attrition rate through retirements, resignations, separation incentives and normal turnover with positions not being filled.

2. Employees whose positions are not identified on the "target table of organization" will be actively seeking other employment options. Assistance to these employees will be provided through internal programs and through other States (within BLM) or local Federal agencies.

3. We do not anticipate the need for a Reduction in Force to attain employment goals. Arizona has been very conservative since 1993 and has practiced diligent position management. As a result, we feel that we can attain our goals as stated in number 1 above.

c. We are currently studying our supervisory ratio and will certainly attain a more realistic ratio as we transition into our new organization. Personnel charts are being developed for the organization and employees will be notified as to their place in the new scheme. Employees who are impacted negatively by this organization will have at least 2 years to find new places in the organization or be assisted in locating a position elsewhere. We do anticipate that retraining will provide some assistance.

d. There is the possibility that some employees may need to be relocated based on the new boundaries and the new organization. We do not expect this to be a very significant number.

e. All of our personnel decisions are in compliance with 370 DM 711.4.1C (National Consultation Rights). This proposal does not contain substantive matters that affect Departmentwide policy. Local bargaining units are being consulted and will continue to be throughout the implementation process.

FEDERAL POLICY COMPLIANCE (370 DM 3, APPENDIX 2)

Federal Policy Compliance (370 DM 3, Appendix 2)

a. Regional Organization -- This proposal complies with Standard Federal Region boundaries as described in OMB Circular A-105.

b. State Jurisdiction -- This proposal does not establish any sub-regional boundaries as described in OMB Circular A-95.

c. Space Management -- This proposal requires no new space requirements requiring coordination with the General Services Administration.

d. Rural Development -- No offices facilities are being closed or relocated in this proposal.

e. Decentralization from the National Capital region is not applicable.

OUTREACH

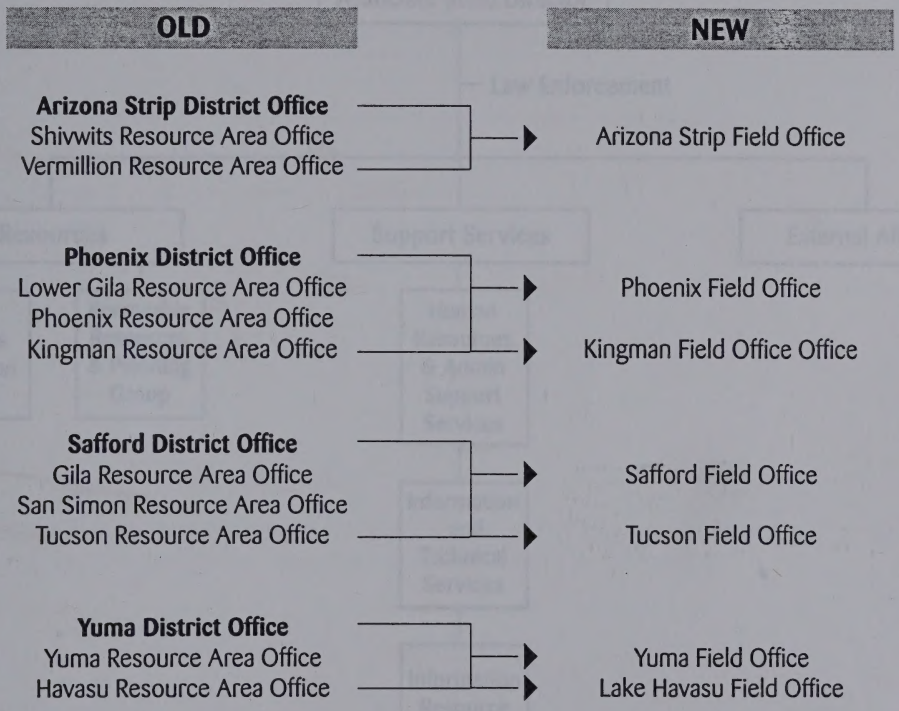
On April 8, Arizona BLM announced its proposal for boundary and organizational changes within the state. A wide distribution of information was made to gather as much input as possible from constituents and employees. There were 1,600 letters sent to BLM constituents throughout the state; 496 questionnaires distributed to Arizona BLM employees; and 275 news releases were issued statewide. As a result, 52 responses were received from external constituents and 123 responses from employees.

Arizona's Congressional Delegation has been repeatedly briefed on the boundary and organizational changes during quarterly briefings by State Director Denise Meridith. State, local and county officials have been personally briefed by District and Area Managers regarding the impacts and benefits of this Field Organization Strategy. No significant objections have been voiced by these constituents.

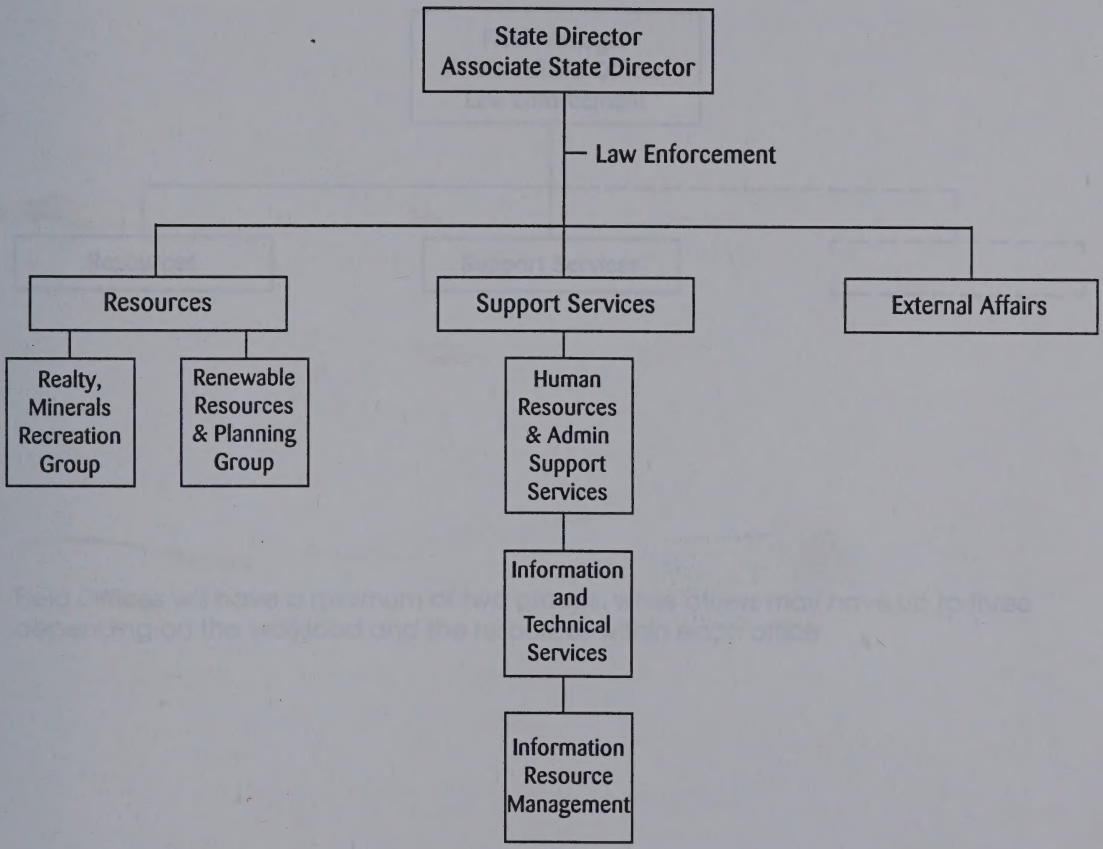
FOR FURTHER INFORMATION, CONTACT:

Gary Bauer, Associate State Director
Arizona State Office
3707 North 7th Street
Phoenix, Arizona 85014
Phone: (602) 650-0500
Fax: (602) 650-0398

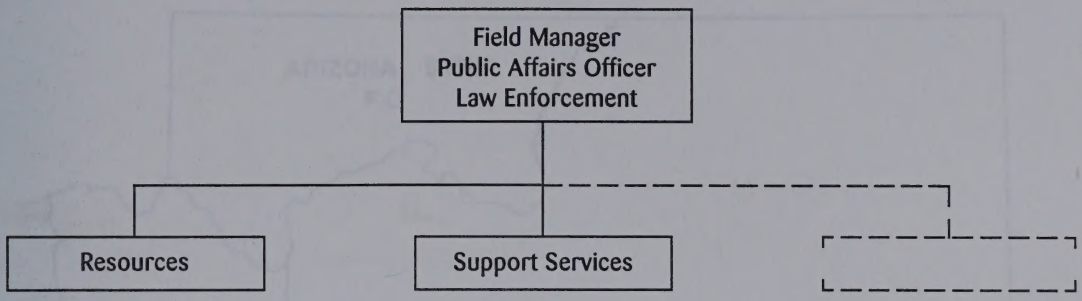
Arizona BLM Organization
Field Boundary Comparison



Arizona State Office Organization

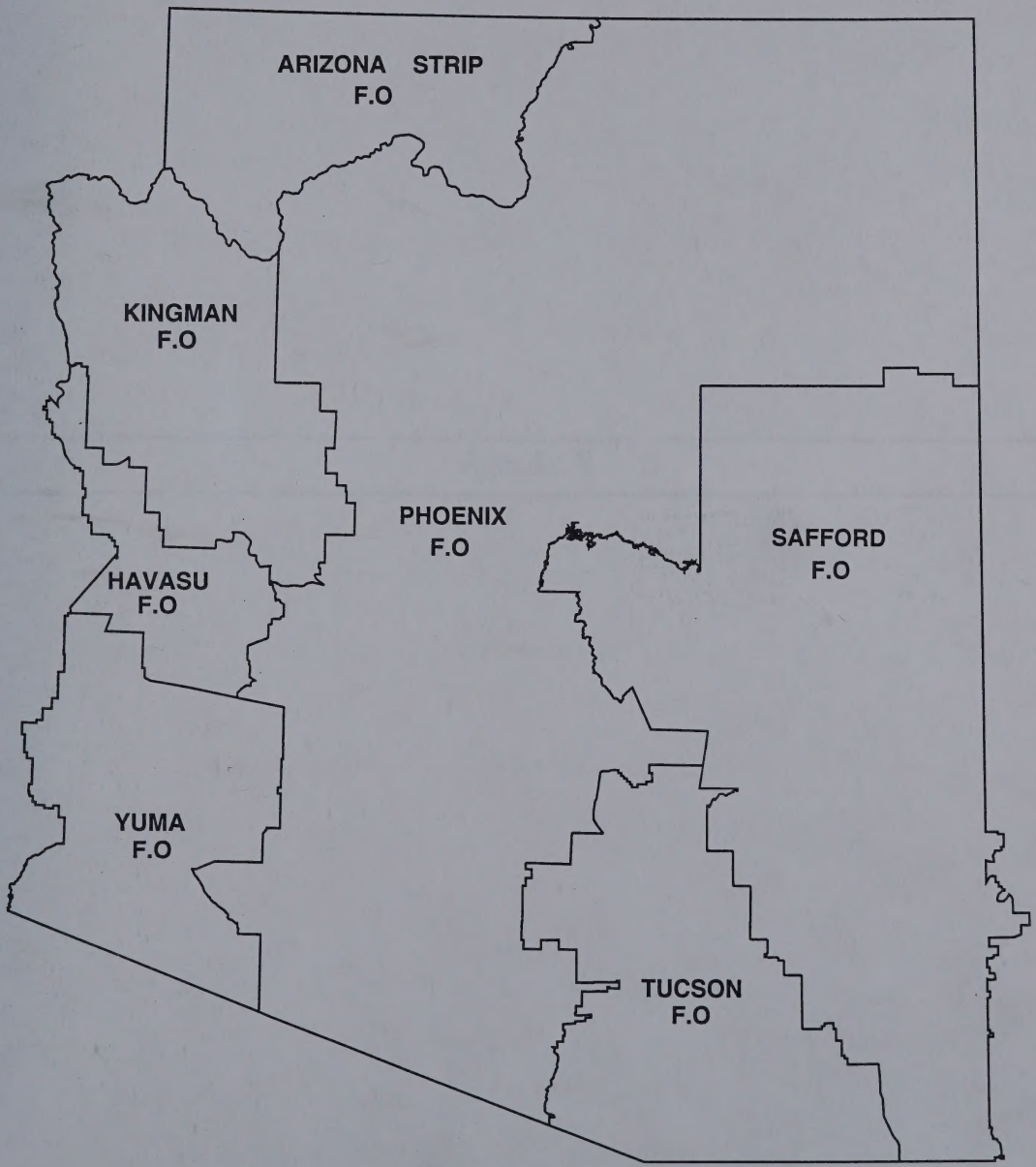


Model Field Office Organization



Field Offices will have a minimum of two groups, while others may have up to three, depending on the workload and the resources within each office.

Arizona BLM Field Office Boundaries



Appendix B

BLM Arizona Employee Questionnaire Results

1. How do you think the implementation of FOS has worked in Arizona?

a. Communications between employees and managers?

Value	Value Label	Frequency
1	Very Satisfied	9
2	Satisfied	44
3	Dissatisfied	18
4	Very Dissatisfied	7
0	Don't Know	8
Total		86
Mean		2.295

b. Communication between Field Office and State Office?

Value	Value Label	Frequency
1	Very Satisfied	9
2	Satisfied	36
3	Dissatisfied	19
4	Very Dissatisfied	9
0	Don't Know	13
Total		86
Mean		2.384

c. Relationships with external publics (for example, county supervisors, other federal agencies, congressionals, media, Resource Advisory Councils, etc.)?

Value	Value Label	Frequency
1	Very Satisfied	16
2	Satisfied	36
3	Dissatisfied	10
4	Very Dissatisfied	2
0	Don't Know	22
Total		86
Mean		1.969

2. I think the seven field offices, one project office and state office are providing timely, professional land management services to the public?

Value	Value Label	Frequency
1	Very Satisfied	5
2	Satisfied	41
3	Dissatisfied	22
4	Very Dissatisfied	7
0	Don't Know	11
Total		86
Mean		2.413

3. (State Office Only) I think the field offices are responding in a timely and professional manner to the State Office requests for information?

Value	Value Label	Frequency
1	Very Satisfied	5
2	Satisfied	13
3	Dissatisfied	4
4	Very Dissatisfied	1
0	Don't Know	63
Total		86
Mean		2.043

4. (Field Office Only) I think the State Office is providing timely and professional support and direction to the field offices?

Value	Value Label	Frequency
1	Very Satisfied	7
2	Satisfied	25
3	Dissatisfied	22
4	Very Dissatisfied	9
0	Don't Know	23
Total		86
Mean		2.524

5. What successes of the Arizona FOS implementation can you name that might benefit other BLM offices making similar changes?

No statistical data available.

6. What lessons learned can you name from the Arizona FOS implementation that might benefit other BLM offices making similar changes?

No statistical data available.

7. How would you describe the current performance and results of BLM Arizona since implementation of FOS?

Value	Value Label	Frequency
1	Better	20
2	Same	27
3	Not as Good	31
0	No Response	8
Total		86
Mean		2.141

What suggestions do you have for future improvements in BLM Arizona FOS implementation?

No statistical data available.

Demographic Data

Office

Office	No. of Responses
State Office	21
Tucson	1
Safford	9
Yuma	14
Havasu	6
Kingman	5
Phoenix	16
AZ Strip	10
No Response	4
Total	86

Staff

Staff	No. of Responses
Non Supervisor	65
Supervisor or Manager	15
No Response	6
Total	86

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